MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

DOB5114 – ORGANISATIONAL BEHAVIOUR

(All sections/groups)

10th February 2023
9.00 a.m. – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** pages excluding this cover page.
2. Answer ALL questions. The distribution of the marks for each question is given.
3. Total marks for this exam is 100 marks.
4. Please write your answers in the answer sheet provided.

Section A: There are 20 multiple choice questions. Each question carries 1.5 marks.

Please answer all.

1) Regina George works as a campaign manager in a non-profit organization in Hampshire. For the upcoming campaign against genetic engineering, she is networking with managers who are working on the issue of food safety. Through her network of contacts, she strives to gain information about the stakeholders in the food industry and other lobby groups. Which of the following roles is George most likely to be playing according to Mintzberg's classification of managerial roles?
A) Figurehead
B) Leader
C) Liaison
D) Entrepreneur
E) Resource allocator

2) The ability to understand, communicate, motivate, and support other people, both individually and in groups, may be defined as _____.
A) human skills
B) technical skills
C) conceptual skills
D) cognitive skills
E) analytical skills

3) Kimberly Ortiz strongly believes in working for a company that promotes diversity. She believes that such organizations respect the differences and empowering employees. She recently attended an interview where she was told that the company follows policies that focus on organizational diversity. However, when she finally joined the company, she had a strong feeling that the company's claim was not true. Which of the following, if true, weakens Kimberly's belief that the company does not encourage diversity?
A) Eighty-five percent of the top management positions in the company are held by men.
B) She is the only African-American member in the entire workforce.
C) The workforce is not dominated by any specific ethnic or racial group.
D) The previous company she worked for made a conscious effort to employ an equal number of men and women.
E) Her team members believe that they are treated equally in spite of differences in performance.

4) Which of the following statements represents a person's job attitude?
A) I enjoy my work because it offers me challenges and strengthening my professional networking skills.
B) I believe my work has a direct impact on the processes of the organization.
C) I believe my work performance indicates my caliber and potential.
D) I agree with the organization's commitment to the environment.
E) I believe in the organization's objectives to support the underprivileged.

Continue....

5) Anna Madison works as a receptionist at a fashion magazine. One morning, her boss walks into the office and yells at her, telling her that the front office is a mess and she needs to clean it immediately. After her boss leaves the room, Madison goes to the front office and violently slams trash into the bin. Which of the following best describes Madison's anger?
A) A recognition
B) An insight
C) A mood
D) An emotion
E) A perception

6) Esther Lugo has gone for an interview at an advertising firm in Manhattan and has been asked to complete a self-report survey to help interviewers understand if she is the right candidate for the job. From the interview, the human resources manager perceived that she is extroverted, empathic, scrupulous, and cooperative in nature, which are key characteristics needed for the job. These characteristics about Lugo indicate her _____.
A) talent
B) skill
C) knowledge
D) genealogy
E) personality

7) _____ bias indicates the tendency of an individual to attribute his or her own successes to internal factors while putting the blame for failures on external factors.
A) Status quo
B) Self-serving
C) Distinction
D) Congruence
E) Anchoring

8) _____ refers to the tendency of people to draw a general impression about an individual on the basis of a single characteristic.
A) Confirmation bias
B) Self-serving bias
C) Randomness error
D) Halo effect
E) Hindsight bias

Continue....

9) Which of the following series of dimensions of the job characteristics model (JCM) combine to create meaningful work?
A) Autonomy, task identity, and feedback
B) Skill variety, autonomy, and task significance
C) Skill variety, autonomy, and feedback
D) Feedback, task identity, and task significance
E) Skill variety, task identity, and task significance

10) Which of the following is indicating formal groups in an organization?
A) They are natural formations that arise in response to the need for social contact.
B) They lack clearly defined structures and roles for their members.
C) They have negligible impact on employee performance and behavior.
D) A group of people who come together to protest against a new law that make up a formal group.
E) They are marked by stipulated behaviors in pursuit of organizational goals.

11) Work groups are characterized by _____.
A) the emphasis on generating positive synergy
B) the goal of sharing information among members
C) the mutual and team-based accountability for results
D) the need to attain collective performance
E) the availability of complementary skill sets

12) Which of the following statements is true with regard to communication?
A) Communication cannot be used to motivate and control employees in an organization.
B) Communication involves the transfer and understanding of meaning.
C) Communication involves the mere imparting of meaning to another person or group.
D) Perfect communication is not dependent on a channel and its richness.
E) Perfect communication results in dissimilar mental models.

13) _____ leaders inspire followers to transcend their self-interests for the good of the organization and can have an extraordinary effect on their followers.
A) Transformational
B) Transactional
C) Task-oriented
D) Laissez-faire
E) Production-oriented

14) Which of the following types of power can be categorized as personal power?
A) Coercive
B) Legitimate
C) Reward
D) Referent
E) Positional

Continue....

15) Which of the following types of power is most likely to be negatively related to employee satisfaction and commitment?
A) Expert power
B) Reward power
C) Legitimate power
D) Coercive power
E) Referent power

16) Conflict that relates to the content and goals of work is known as _____ conflict.
A) job
B) task
C) relationship
D) process
E) communication

17) The unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom is termed _____.
A) chain of command
B) path of power
C) span of control
D) line of responsibility
E) web of authority

18) Which of the following is typically a characteristic of an organic model of organization?
A) Narrow spans of control
B) Centralization
C) Free flow of information
D) High formalization
E) Inflexibility

19) In the _____ employees value growth, variety, attention to detail, stimulation, and autonomy.
A) market
B) adhocracy
C) clan
D) bureaucracy
E) hierarchy

Continue....

20) Which of the following is most likely to result from a strong organizational culture?
A) High organizational commitment
B) Low employee satisfaction
C) Low loyalty
D) High absenteeism
E) Low behavioral control resulting from the climate within the organization

(TOTAL: 30 MARKS)

Section B: There are 4 structure questions. Please answer all.

QUESTION 1

Discuss and suggest **FIVE (5)** steps on how leaders in the organization could create a more ethical culture within an organization

(15 MARKS)

QUESTION 2

Define a mechanistic model and organic model. Identify the differences of these models.

(15 MARKS)

QUESTION 3

Explain why teams are popular and discuss how organizations can create team players.

(20 MARKS)

QUESTION 4

Define organization culture and explain the characteristics of positive organizational culture.

(20 MARKS)

(TOTAL: 70 MARKS)

End of Paper